

Summer Training
at
Fortis Escorts Heart Institute, Delhi

A Report
On Financial Estimate Variance

April – May 2019

Submitted By
Vipul Singh (Roll no. 859)

Under the guidance of
Dr Nutan Prabha Jain Professor

MBA HOSPITAL AND HEALTH MANAGEMENT
2018-2020



IIHMR University, Jaipur

CERTIFICATE

This is to certify that **Vipul Singh** has undergone Summer Training at **Fortis Escorts Heart Institute, Okhla, New Delhi** from 1st April 2019 to 31st May 2019.

The candidate himself completed the project assigned to him in summer training. His approach to project was sincere and proactive. This Summer Training is in partial fulfillment of the course requirement recommended for the award of MBA in Hospital and Health Management.

I wish him success in all his future endeavors.

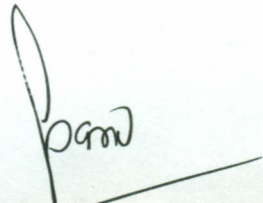

Name of Mentor-

Nutan Babha Jain

Designation-

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May 31 , 2019

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Vipul Singh** has successfully completed his internship in
Patient Care Services Department from April 1 , 2019 to May 31 , 2019 in **Fortis
Escorts Heart Institute, New Delhi.**

We wish him all the best for his future endeavors.

For FORTIS ESCORTS HEART INSTITUTE



AUTHORISED SIGNATORY



NABH Accredited

ACKNOWLEDGEMENT

I am deeply indebted to **Mrs. Neeru Raina**, Patient care service head, Fortis Escorts Heart Institute Delhi for taking deep interest and providing opportunity to work in her guidance

I am also thankful to **Mr. Ranjeet Prasad and Mrs. Deepti Luthra**, Manager PCS for their guidance and who permitted me to conduct the project in the hospital

My special thanks to **Dr. Nutan P Jain** Professor in IIHMR Jaipur for full support throughout my project

It is my pleasure thanking all those from the PCS department for contributing with their ideas and thoughts during the training session held. Also I would like to extend my thanks to the staff of the hospital in assisting me aspect.

I would like to express my heartless thanks to my parents for their support, which always inspires me to perform best. Also, finally credit goes to all my friends and colleagues who helped in this study.

Sincerely

VIPUL SINGH

HM BATCH-23(ROLL NO 859)

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Background – At the end of first year of MBA HM students are suppose to go for a summer training for a period of two months in a healthcare organization to get practical exposure trainee went to Fortis Escorts Heart Institute Delhi for the summer training. He was posted in the PCS department by the hospital authorities. His industrial mentor who was head of the PCS department gave him the project on financial estimate variance

Week	Activity	Objective	Key Learning
1	Observed the working and process of front office department.	To understand the process of the front office and the first interaction point of patient	Learnt about the procedure and the paper work of the admission process
2	Documentation and Admission process	To understand what documents and paper require at the time of the admission	Learnt about the admission process paper work .
3-6	Observed the working and process of the financial counsellor desk	To understand how training financial counsellor provide the estimate and explain the queries related billing	Learnt the estimation of billing process
7-8	Emergency admission and billing department	To Cal the turn around time. To Understand the admission process in ER	Preparation of TAT data and learn how to face the problems in ER

The trainee was assigned work in Patients Care Service to

- Coordinate the staff in Payables and financial counsellor desk
- Also in the Emergency department to calculate the turn around time and helping the staff in admission of patient.

The trainee was assigned a job of calculating the estimate variance and preparing the FOS (Fortis Operating System) data in IPD billing department in the Fortis Escorts Hospital.

The trainee also worked in the emergency department with the PCS team to ensure the standard conditions of admission form is appropriately communicated and signed by the patient and auditing of the admission documents by tracing the location of the patient at their respective department.



ABOUT HOSPITAL ESCORTS HEART INSTITUTE AND RESEARCH CENTRE

On the review of the hospital Fortis Escorts website (<http://www.fortisescorts.in/>) and marketing booklet the trainee was able to learn about the hospital's mission, values, specialities, awards and accolades.

ESCORTS HEART INSTITUTE AND RESEARCH CENTRE (EHIRC) is a pioneer and centre of excellence in cardiac care, is recognised for its work and service to the numerous heart patients, who have benefitted from its treatment care and facilities. FEHI with path breaking work has completed over 173,000 Coronary Angiographies, 53,000 PTCAs, 80,000 CABGs, 2270, 00 consultations, 3, 16,000 admissions and 18,020 congenital surgeries. The hospital has also performed India's first Trans Catheter Aortic Valve Implantation (TAVI) and Bioresorbable Vascular Scaffold (BVS) Asia Pacific first Directional Atherectomy. Armed with clinical expertise and cutting edge medical technology the hospital has set Enviably benchmarks in Cardiac Bypass surgery.

MISSION

According to the website, the mission of the hospital is "To create a world class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care"

VALUES

The values of the hospital included patient centric services, integrity and teamwork

Patient centric means

- Commit to "best outcomes and experience" for our patients.
- Treat patients and their care givers with compassion, care and understanding.
- Out patients needs will come first.

Integrity included

- Be principled, open and honest
- Model and live our VALUES.
- Demonstrate moral courage to speak up and do the right things.

Teamwork denotes

- Proactively support each other and operate as one team.
- Respect and value people at all levels with different opinions, experience and backgrounds
- Put organisation needs before department or self interest

SPECIALITIES

The hospital has the following speciality services

Cardiology

Cardiac surgery

Paediatric cardiology

Bone and joint institute

Liver and digestive diseases institute

Kidney and urology institute

Paediatric cardiac surgery

Anaesthesiology

Blood bank

Dentistry

Neurology

Nuclear medicine

Ophthalmology

Plastic and reconstructive Surgery

ENT and radiology

AWARDS AND ACCOLADES

On the review of the hospital Fortis Escorts marketing booklet the hospital has achieved the following awards-

- Best Private Cardiac Hospital in India – The WEEK Magazine, 2014, 2015
- Best Single Specialty Hospital – Cardiology ICICI Lombard & CNBC TV18 India, 2013, 2014, 2015
- NABL for Laboratory Services in 2011 and Re-accreditation in January, 2015
- NABH Accreditation for Blood Bank in 2009 and Re-accreditation in January, 2015
- Best Comprehensive Cardiac Care Service Provider in India – FROST and SULLIVAN, 2014
- NABH Accreditation for Hospital in 2008 and Re-accreditation in June, 2014
- Best Institution Award – Delhi Medical Association, 2013
- Best Heart Care Centre in North India – Global Healthcare Excellence Award, 2013
- JCI Accreditation for Hospital in 2010 and Re-Accreditation in October, 2013
- India's most Caring Hospital – Ministry of Consumer Affairs, 2012, 2009
- Asian Hospital Management Awards – Excellence Award, 2011
- FICCI HEAL Award for Poster Presentation, 2011
- Best Cardiology Centre in India – Consumer Department (GoI)

MILESTONES

On the review of the hospital Fortis Escorts marketing booklet following are some milestones in the life of the organization:

- First to launch Critinext (Electronic ICU)
- Asia's first Coronary artery Surgery using Bio restorable Vascular Scaffold (BVS)
- Asia's first Intra – Operational Fluid Management Technologies
- India's first Trans-catheter Aortic-Valve Implantation (TAVI) procedure

- India's first Subcutaneous Defibrillator Implantation (S-ICD) procedure
- India's first pacemaker implanted via Bundle pacing
- India's first ever Left Ventricular Assist Device (LVAD)
- India's first ever Life Vest
- Electronic Anaesthesia Charting

A Study on Financial Estimate Variance

Every hospital has policy of having package billing system for the surgical procedure and Estimation of bill, which are reviewed by the respective departments of the hospital from time to time.

During the initial discussions with the mentor at the hospital, it was reflected that there is a need to strengthen the billing system and increase patient satisfaction. Therefore, the study focused on estimating variance in the billing of the cash and credit patients, as a result, optimizing the customer satisfaction.

This study was conducted in order to find out the reasons for those variations and gaps between actual bills and final bills

1. Objectives

- To study the variation between actual bills and final bill
- To study the process of re-estimation
- To provide suggestions

2. Methodology

Reviewed the financial billing process

Analysis the record of 83 cases of planned surgeries

Study duration: 1 month (April 2019)

3. Data collections tools

Primary Data – Data gathered from the hospital trakcare software which include below format of excel sheet is for all the patients

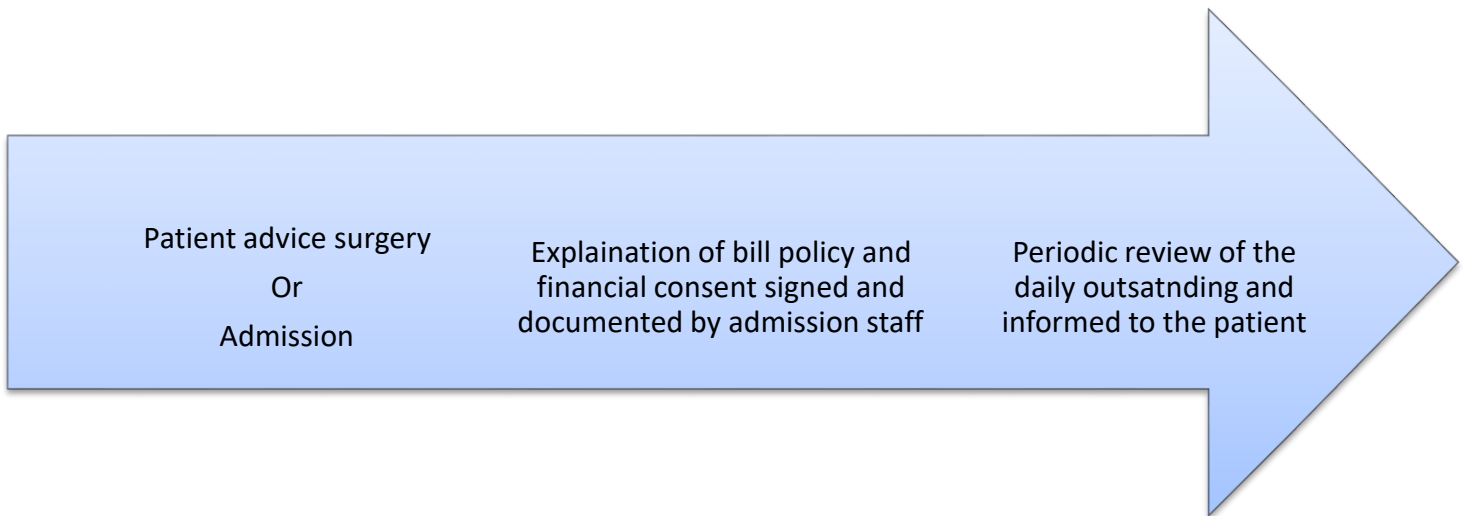
UHID	PATIENT NAME	SURGERY	ADMISSION DATE	DISCHARGE DATE	ESTIMATION	RE-ESTIMATION	FINAL ESTIMATION	FINAL BILL	VARIANCE

4. Processflow in Fortis Escorts Heart Institute for the estimation of patient bills:

The process included patient and financial counsellor only

Estimation of bill is arriving at an approximate cost of care during hospitalization.

Estimation of bill provide the financial counsellor in the hospital



- The patient after getting surgical advice comes to the estimation office for an approximate estimation of the procedure.
- As a initial estimate of bill to the patient based on category of room and treatment plan is given & entered in the admission form
- The patient are clearly explained that this is the only initial estimate and the possibility of cost change due to variable factors such as change in ward category, change in treatment etc patients are educated about the inclusion and exclusion in the bill estimate .
- General consent is taken from the patient and initial estimate payment collect from the patients
- Around 80% of the estimated amount has to be paid for the admission of the patient, which is kept as a deposit and any extra amount of bill has to be paid during discharge or if the bill comes lower than that then refund is proceed
- Then patient allot the ward or room and guided by the staff for the respective process
- If patient not able to pay immediately then some time is given to patient or take some less deposit from the patient and fill the form of undertaking of less deposit

- During the stay of the patient , inform the running outstanding bill to patient on the daily basis
- To provide re-estimation when the bill crosses 90% of the initial estimate
- For the corporate patients procedure is same. For the cashless policy no need to pay in cash for the corporate patients if insurance company deposit all the including and excluding charges

Introduction of the financial counsellor

- Billing forms are sometimes difficult to understand. That is why Fortis hospital financial counselors in the Front office are available to personally assist patient.
- These professionals help patients make the best choices by answering questions regarding the cost of healthcare services, setting up payment plans, or identifying other forms of financial assistance.
- These professionals meet with patients to provide cost estimates for scheduled procedures, reviewing the billing process, and answering any questions prior to admission

The financial counselling and estimation of bill process in hospital is done to

1. Have one on one talk with patients and evaluate their financial condition
2. Provide counseling to clients on various financial problems and suggest effective measures to tackle those
3. Recommended financial plan as per their liabilities based on the evaluation of the financial condition of patients
4. Help clients fill up the application forms
5. Attend patient queries over phone

Therefore, the financial counsellor needs to have the following skills and qualities

- Communicates well
- Good listening ability
- Enjoy interaction with patients
- Familiar with diagnoses and treatments
- Knowledgeable about billing and reimbursement processes

It is expected that the financial counsellor will give the following outcomes

- Billing policy of the hospital is appropriately explain to the patient and the financial consent is taken and documented and signed by the admission staff

- Periodic review of the bill against the estimated provided to the patient
- Provide re-estimation when the bill crosses 90% of the initial estimate
- To give the updated information along with the reasons of the patient

Results

To get the results, variation between final bill and estimated bill is calculated for all patients and divided into two categories-

1. Positive Variation- Final bill of the procedure is match to the estimate given or between the range of 0-5 % of the estimate variation
2. Negative Variation - Final bill of the procedure is not match to the estimate given or above the 5% and value in the negative

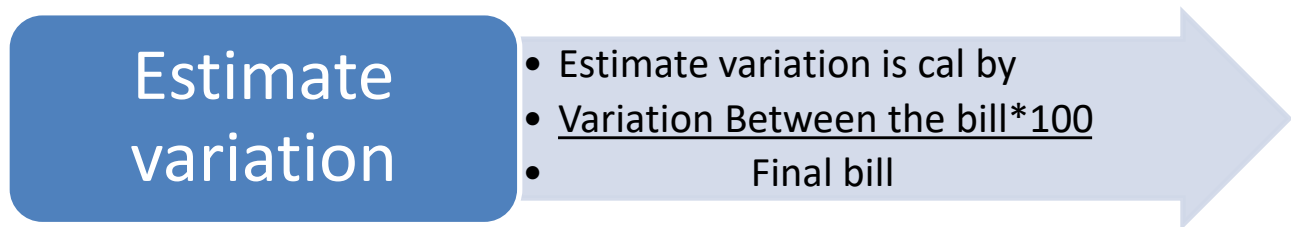
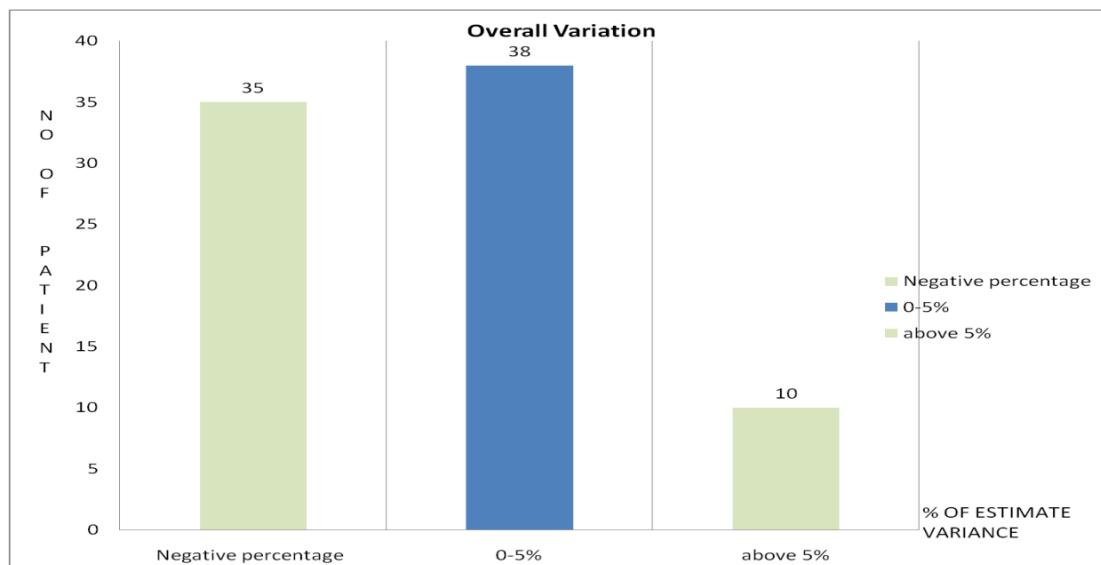


Fig 1 Distribution of overall variations (positive and negative)



- Fig 1 shows presence of positive variation in 38 patients and rest show negative variation - 35 patients estimate variance percentage in negative value and rest 10 above the 5% estimate variance
- About 46% of total patient to whom estimate given matches to the final bill (positive estimate) and rest 54% of patient , estimated given not matches to the final bill (below zero % and above 5%)

Re-estimate process analysis

Fig 2 Total number of patient provide re-estimation during procedure

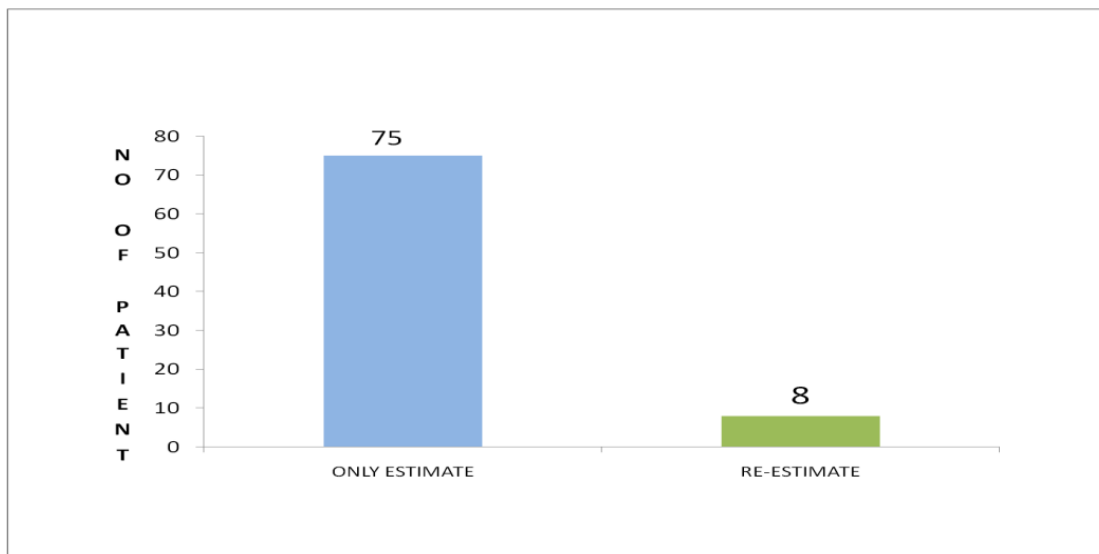
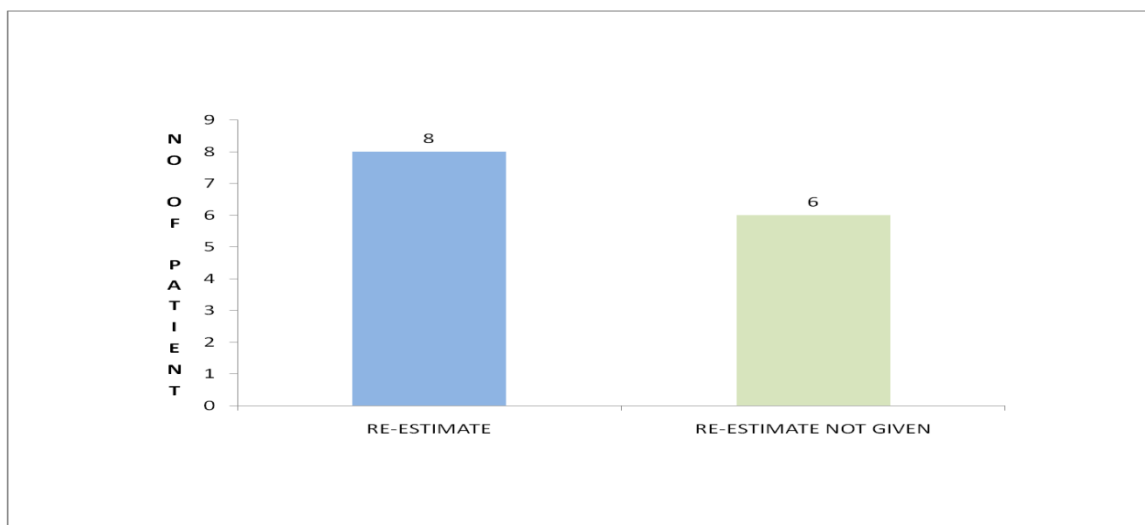


Fig 2 shows that 8 cases where re-estimate given (means 9.6 % of the 83 patient)

Fig 3 Number of patient who have been denied of re-estimation procedure



- Fig 3 shows that there were 8 cases where re-estimate given
- There were 6 cases where re-estimate not given

The reasons were

1. Lack of communication between Financial counsellor and attendant
2. Lack of training and knowledge about estimation process in staff
3. No estimate monitor software in the hospital

Challenges

There was some challenges face by the billing department –

- Billing errors
- Documentation errors
- Patient dissatisfaction

Due to errors in documentation, billing errors happen and these two errors are the main reason behind the patient dissatisfaction.

Suggestions

- Patient should made more aware of the variations that may happen during or after the procedure / surgery for which there should be clinical person involved more at the ground level and the price recording should be updated frequently
- Inclusion of more online or intranet work included for the entire process which can make it more simple and accurate such as Patient care estimator monitor
- More introduction of the packages to cover-up maximum procedure / surgeries to get a definite bill amount